OVERVIEW OF MILITARY OPERATIONS OTHER THAN WAR

CAPTAIN DOUG FREER, MC, USN

The PowerPoint Ranger Creed

This is my PowerPoint. There are many like it but mine is 2000. My PowerPoint is my best friend. It is my life. I must master it as I master my life.

My PowerPoint without me is useless. Without my PowerPoint, I am useless.

I must format my slides true. I must brief them better than the other staff sections who are trying to out brief me.

I must brief the impact on the CINC before he asks me. I will. My PowerPoint and I know that what counts in this war is not the information. We know that it is the number of slides, the colors of the highlights, and the format of the bullets that counts.

My PowerPoint is human, even as I, because it is my life. Thus I will learn it as a brother. I will learn its weaknesses, its strengths, its fonts, its accessories, its formats, and its colors.

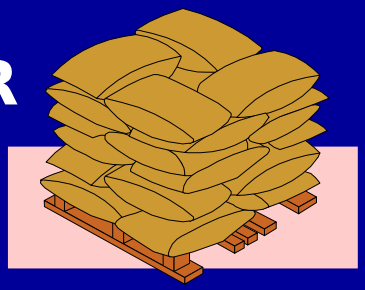
I will keep my PowerPoint slides current and ready to brief. We will become part of each other. We will...

Before God I swear this creed. My PowerPoint and I are defenders of my country. We are the masters of our subject. We are the saviors of my career.

So be it, until victory is America's and there is no enemy, but

PURPOSE

- DEFINE MILITARY OPERATIONS OTHER THAN WAR
  - SHOW HOW THEY DIFFER FROM WAR
  - OUTLINE CHARACTERISTICS
- REVIEW PRINCIPLES
- DESCRIBE TYPES OF OPERATIONS
- ESTABLISH PLANNING CONSIDERATIONS



Characteristics: New Strategic Environment

- Exponential Population Growth
- Increased imbalances between developing and industrialized nations
- Increased reliance on Middle East oil

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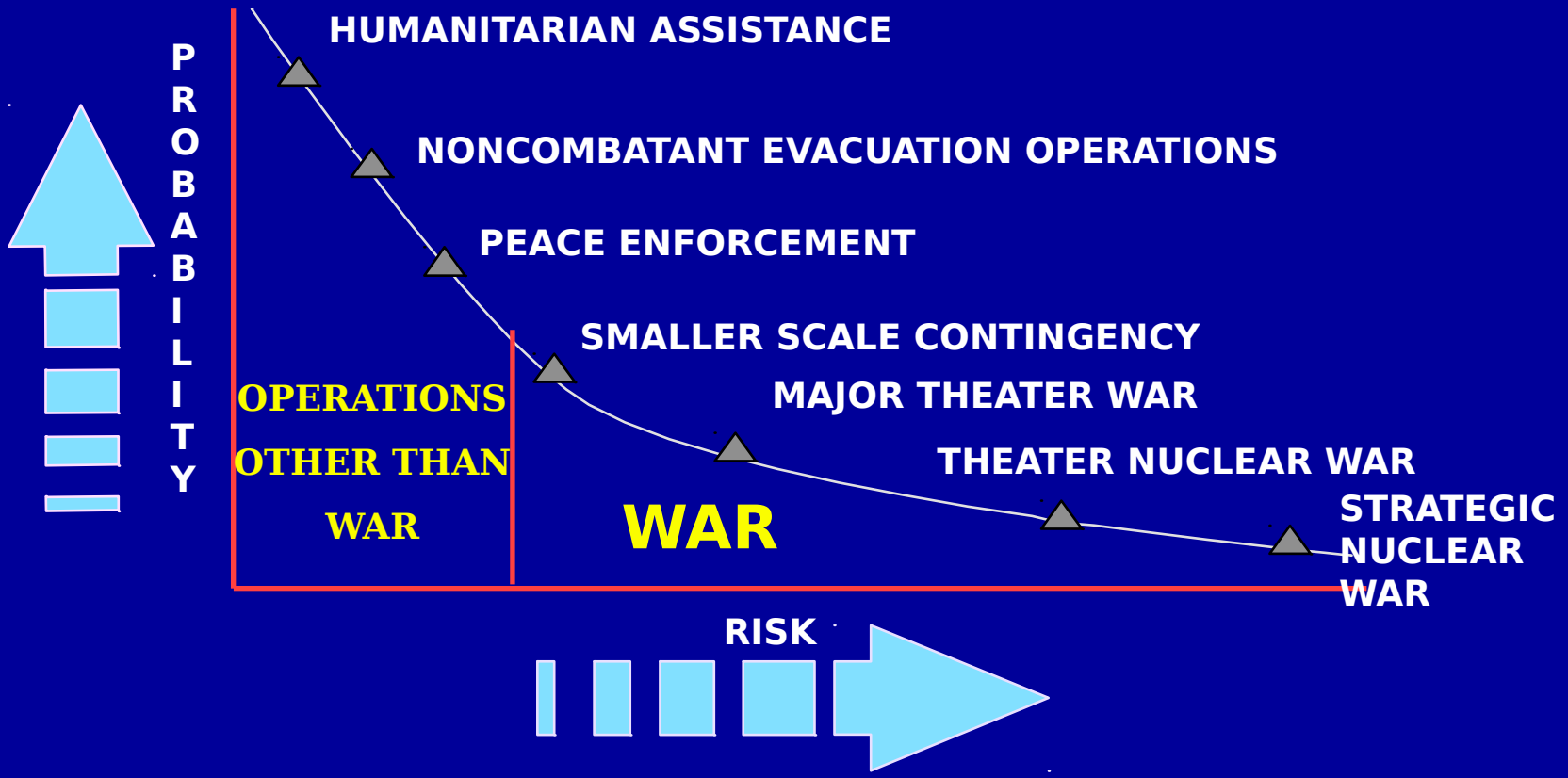
Environment (cont)

- Increased terrorism including use of WMD
- Increased global trade transported by sea
- Increased nationalism based upon ethnic/religious background

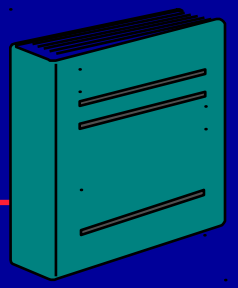
Environment (cont)

- Increased access to information; increased media influence
- Advanced countries will continue to reduce military
- Nations with growing economies will increase military capabilities/size (especially Asia)
- Increased number of crises requiring forces capable of MOOTW operations

SPECTRUM OF MILITARY OPERATIONS



DEFINITION



- MILITARY OPERATIONS OTHER THAN WAR (MOOTW) ENCOMPASS THE USE OF MILITARY CAPABILITIES ACROSS THE RANGE OF MILITARY OPERATIONS SHOR OF WAR.

- MOOTW FOCUS ON DETERRING WAR, RESOLVING CONFLICT, PROMOTING PEACE AND SUPPORTING CIVI AUTHORITIES.

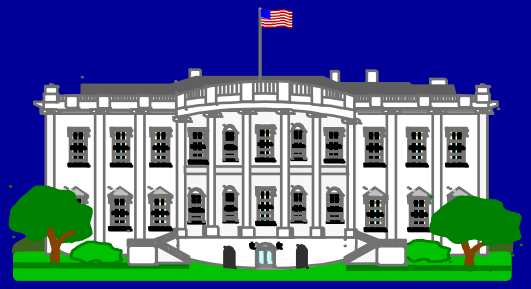
  - MAY INVOLVE ELEMENTS OF BOTH COMBAT AND NONCOMBAT OPERATIONS.

CHARACTERISTICS

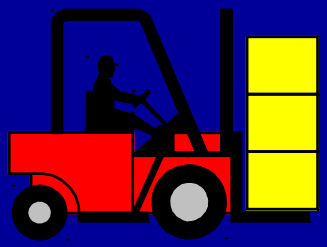
- MORE SENSITIVE TO POLITICAL CONSIDERATIONS
- MILITARY MAY NOT BE PRIMARY PLAYER
- MORE RESTRICTIVE RULES OF ENGAGEMENT
- PURPOSES FOR OPERATIONS MAY BE MULTIPLE

CHARACTERISTICS (CONT.)

- USUALLY INVOLVES INTERAGENCY COORDINATION



- MAY INVOLVE NONGOVERNMENTAL ORGANIZATIONS OR PRIVATE VOLUNTARY ORGANIZATIONS



- GENERALLY CONDUCTED OUTSIDE U.S.

PRINCIPLES

- OBJECTIVE
  - DIRECT EVERY OPERATION TOWARD A CLEARLY DEFINED, DECISIVE AND ATTAINABLE OBJECTIVE
- UNITY OF EFFORT
  - SEEK UNITY OF EFFORT IN EVERY OPERATION
- SECURITY
  - NEVER PERMIT HOSTILE FACTIONS TO ACQUIRE A MILITARY, POLITICAL OR INFORMATION ADVANTAGE

PRINCIPLES (CONT.)

- **RESTRAINT**
  - **APPLY APPROPRIATE MILITARY CAPABILITY PRUDENTLY**

- **PERSEVERANCE**
  - **PREPARE FOR THE MEASURED, PROTRACTED APPLICATIONS OF MILITARY CAPABILITY IN SUPPORT OF STRATEGIC AIMS**

- **LEGITIMACY**
  - **FORCES MUST SUSTAIN THE LEGITIMACY OF THE OPERATION AND OF THE HOST GOVERNMENT**

MOOTW

may contribute to national security objectives by providing:

- **Deterrence**
- **Forward Presence**
- **Crisis Response**

Types of MOOTW operations

1. Arms control
2. Combating terrorism
3. DOD counterdrug operations
4. Enforcement of sanction/ maritime intercept operations (MIOs)
5. Enforcing exclusion zones
6. Ensuring freedom of navigation and overflight
7. Humanitarian assistance (HA)*
8. Military support to civil authorities (MSCA)

Types of MOOTW operations

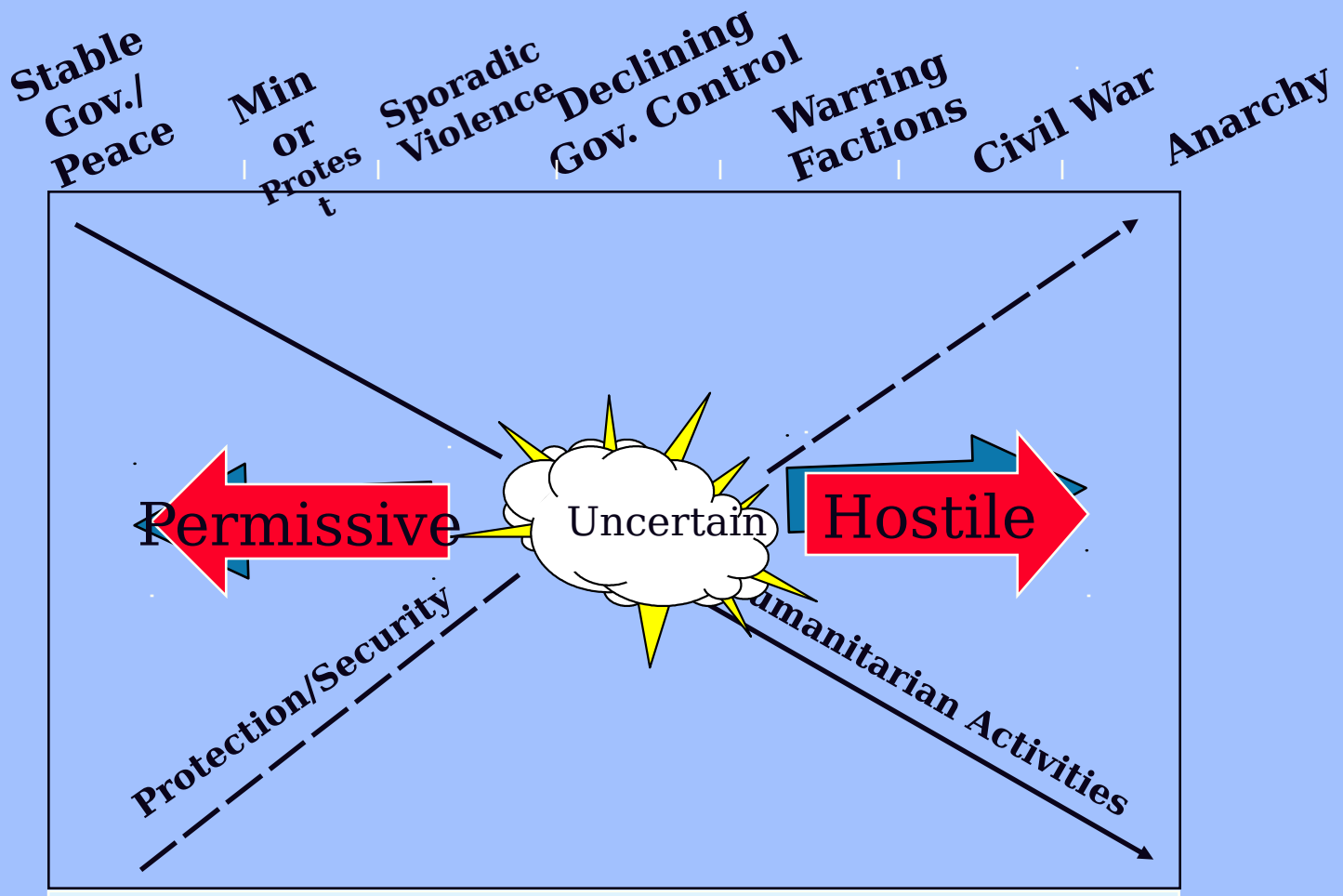
9. **Nation assistance/support to counterinsurgency**
10. **Noncombatant evacuation operations (NEO)***
11. **Peace operation (PO)***
12. **Protection of shipping**
13. **Recovery operations**
14. **Show of force operations**
15. **Strikes and raids**
16. **Support to insurgency**

*operations where medical has a significant defined role

Range of Military Operations

Military Operations		General US Goal	Examples
COMBAT	War	Fight & Win	Large-scale combat operations: Attack Defend Blockades
NONCOMBAT	MOOTW	Deter War & Resolve Conflict	Peace Enforcement NEO Strikes Raids Show of Force Counterterrorism Peacekeeping Counterinsurgency
NONCOMBAT	MOOTW	Promote Peace	Antiterrorism Disaster Relief Peacebuilding Nation Assistance Civil Support Counterdrug NEO HA

Operational Environment



Type Operation
Unilateral? / Multinational? / United Nations?

Humanitarian Assistance

- **Operations conducted to relieve or reduce the results of natural or manmade disasters or other endemic conditions.**

- **HA provided by US forces is generally limited in scope and duration.**

- **The assistance provided is designed to supplement or complement the efforts of the host nation civil authorities or agencies that may have the primary responsibility for providing HA.**

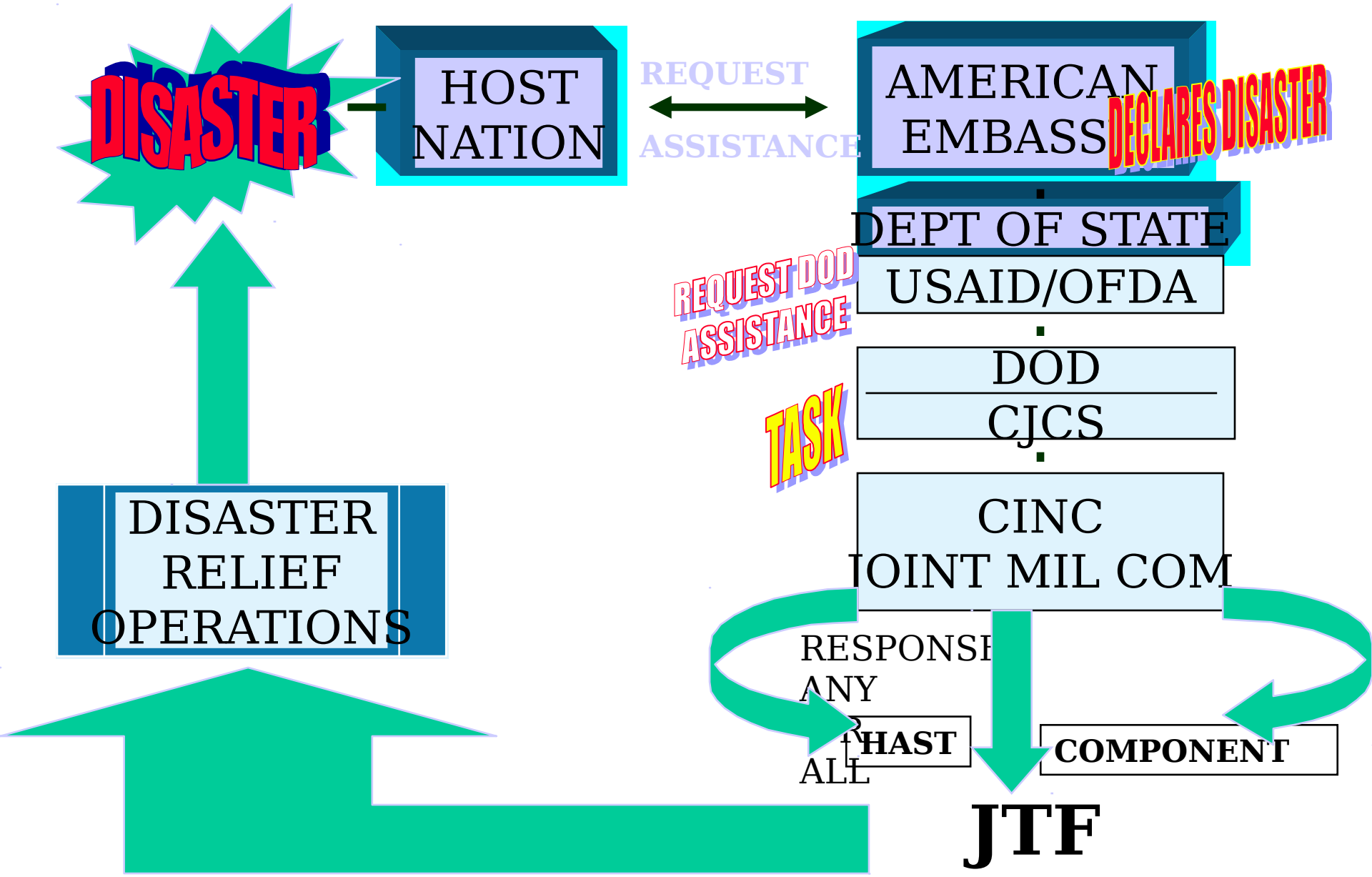
NEOs

- **NONCOMBATANT EVACUATION OPERATIONS**
  - **RELOCATE THREATENED NONCOMBATANTS FROM A FOREIGN COUNTRY**
    - **INFLUENCED BY DIPLOMATI CONSIDERATIONS**
    - **PLAN FOR COMBAT**
  - **STATE DEPARTMENT IS RESPONSIBLE AGENCY**

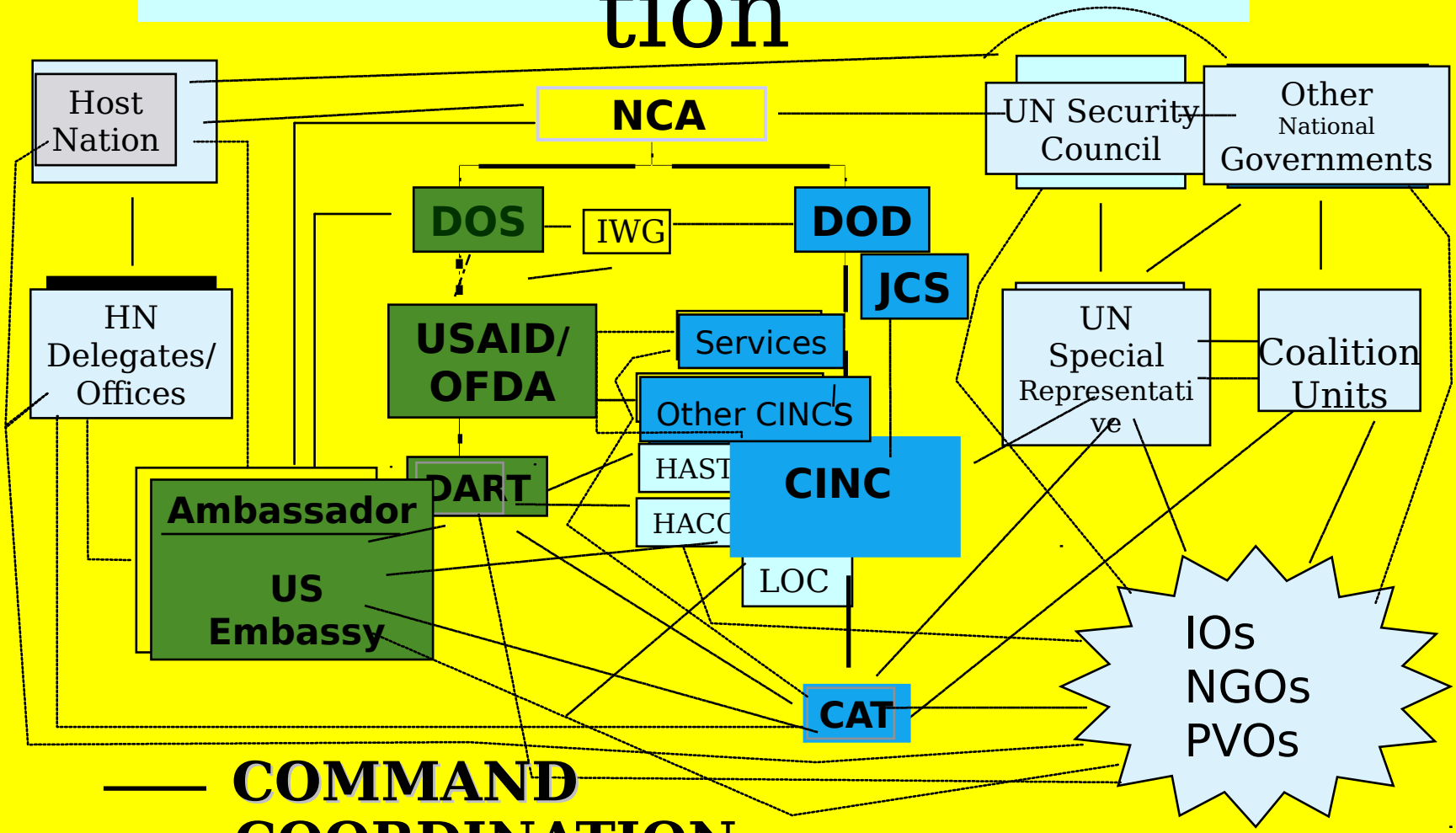
PEACE OPERATIONS

- **PEACE OPERATIONS**
  - **MILITARY OPERATIONS THAT SUPPORT DIPLOMATIC EFFORTS TO REACH A LONG-TERM POLITICAL SETTLEMENT**
    - **PEACEKEEPING**
    - **PEACE ENFORCEMENT**
    - **SUPPORT TO DIPLOMAC**

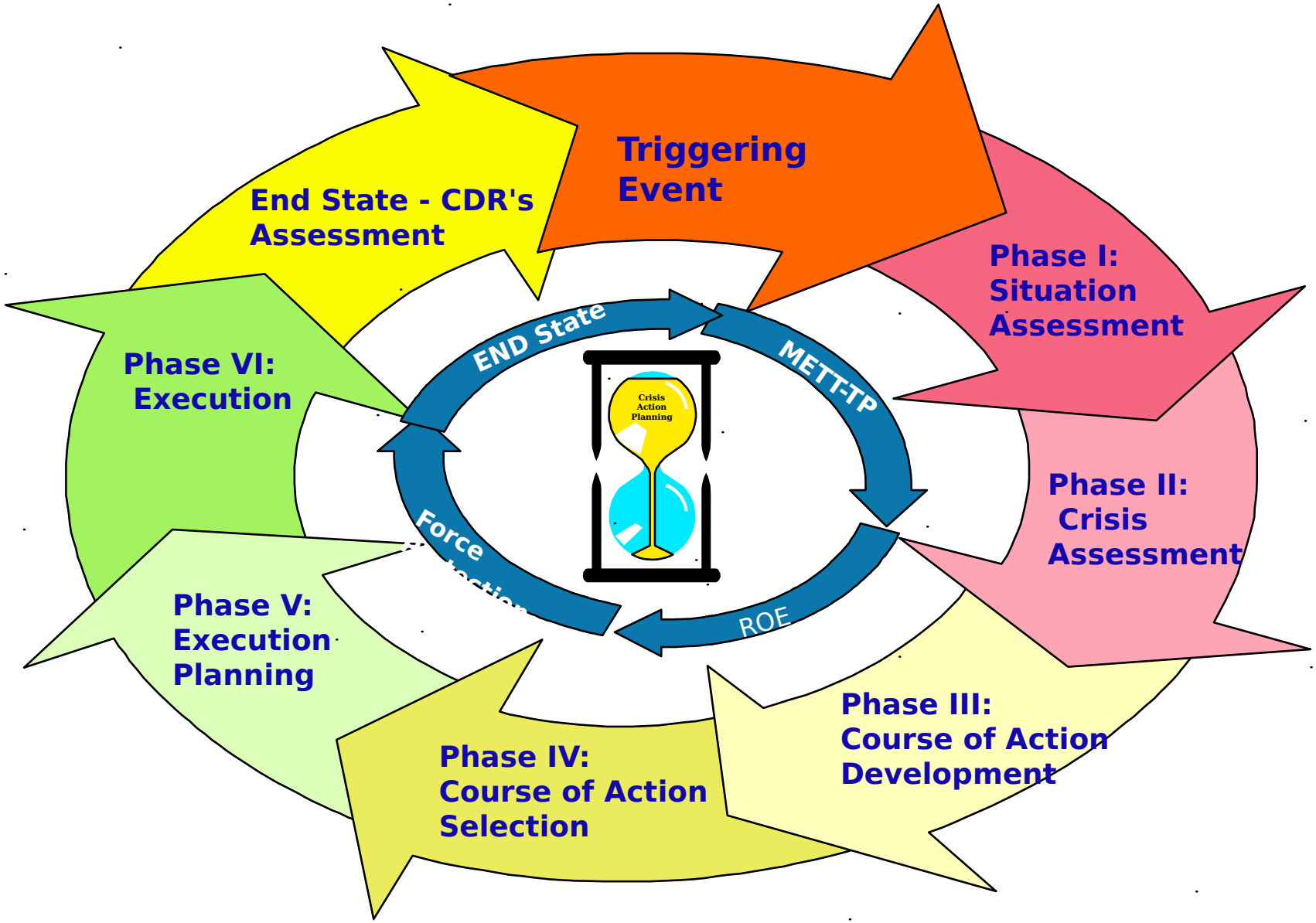
INITIATING INTERNATIONAL ASSISTANCE FROM THE UNITED STATES



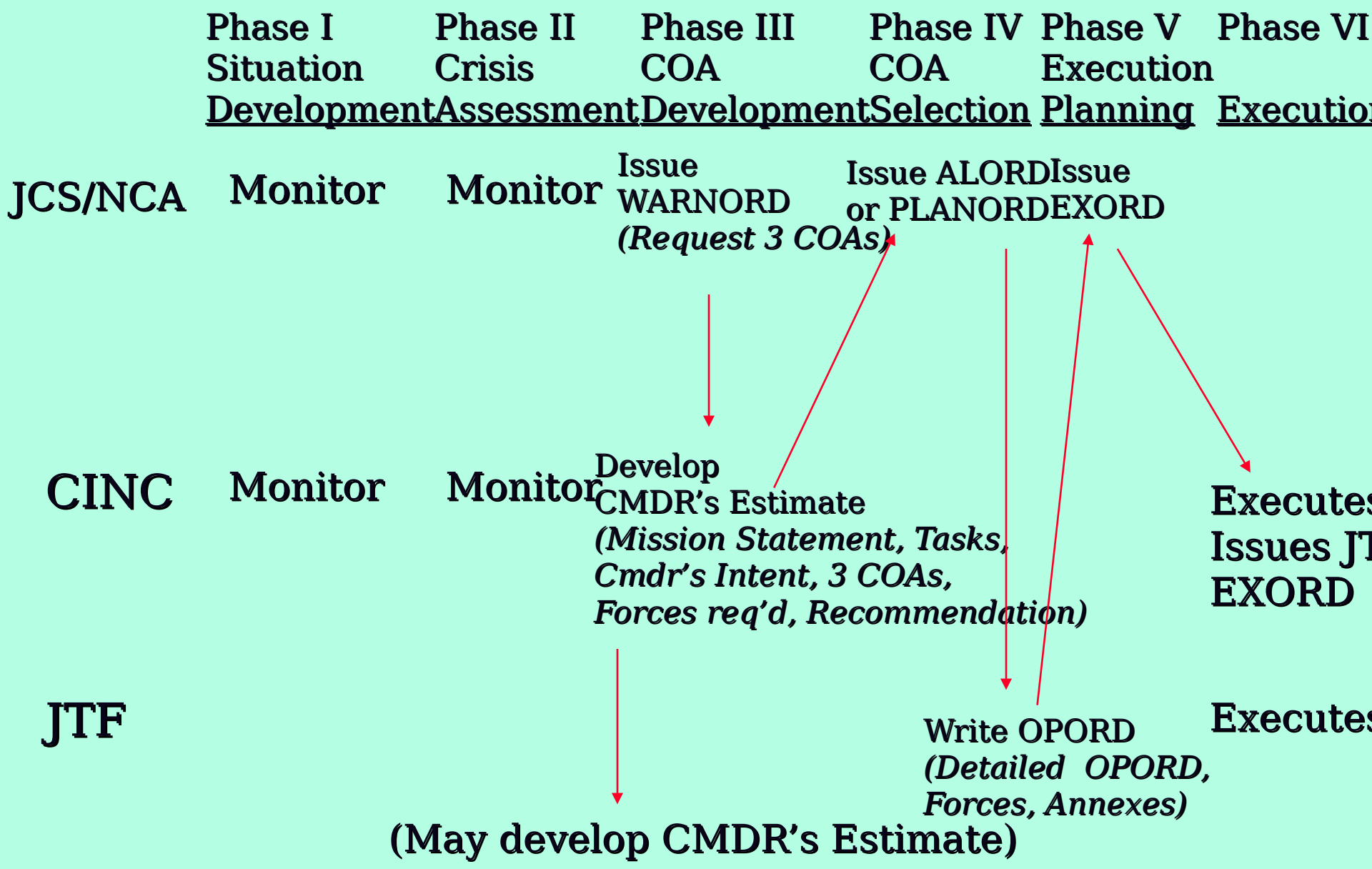
Coordination/Integration



CAP Continuum



JTF Formation : CAP



CINC’s Planning

- Who Shall Command?
- With What Forces?
- By What Means?
- To What Ends?

JTF SURGEON'S PLANNING CONSIDERATIONS

WHY ARE WE HERE? (MISSION)

WHERE ARE WE NOW? (MISSION ASSESSMENT)

WHERE ARE WE GOING? (GOALS AND OBJECTIVES)

HOW DO WE GET THERE? (TASKS AND CONOPS)

HOW DO WE KNOW OUR IMPACT? (INDICATORS & EVALUATION)

JTF SURGEON'S QUESTIONS

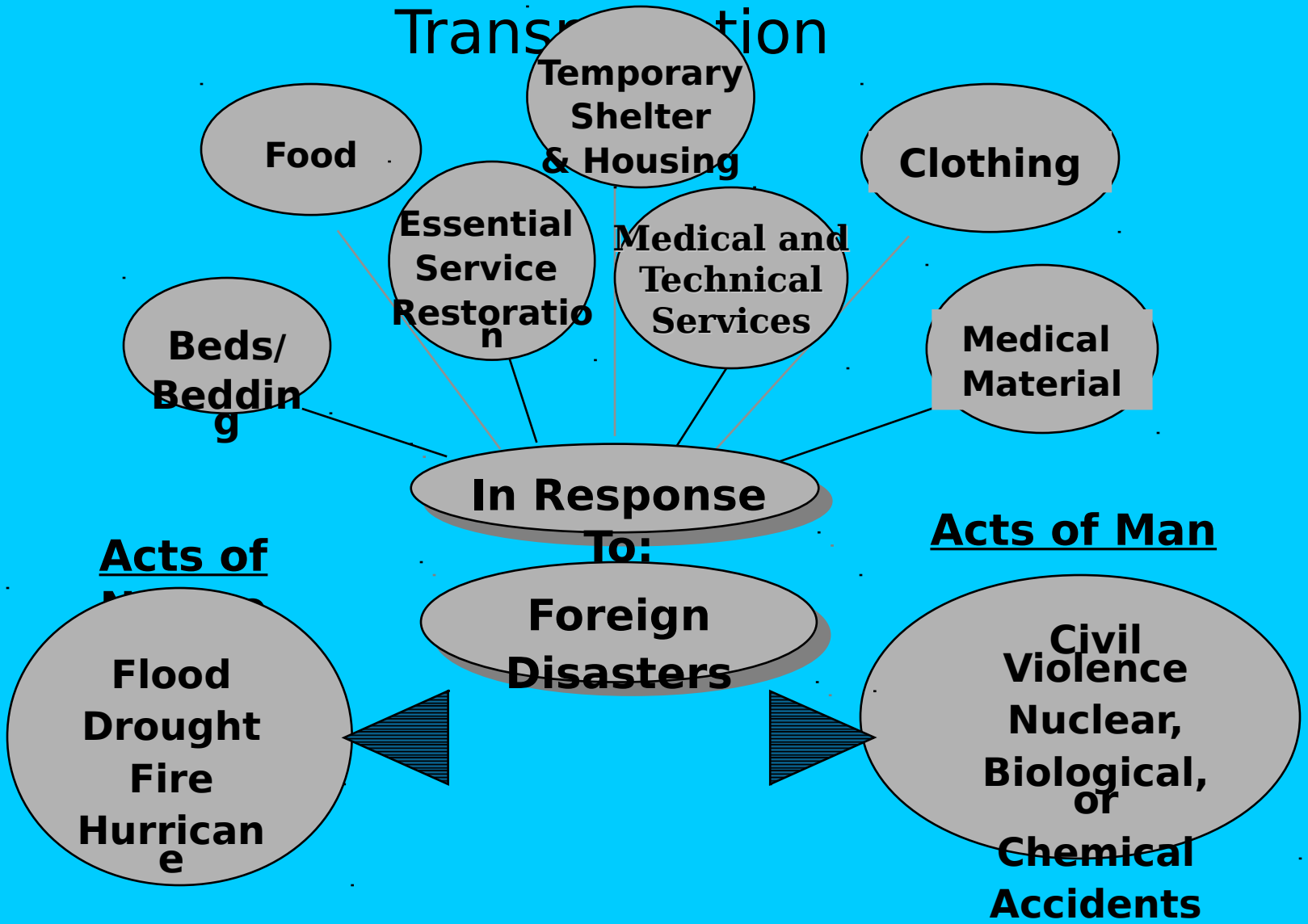
- **WHAT IS GOING ON?**
- **WHAT IS IMPORTANT?**
- **WHAT CAN WE DO?**
- **HOW DO WE DO IT?**
- **WHAT DO WE NEED TO DO IT? (match capabilities and resources to requirements)**
- **DO IT!**
- **HAVE WE DONE IT?**

ASSESSMENTS

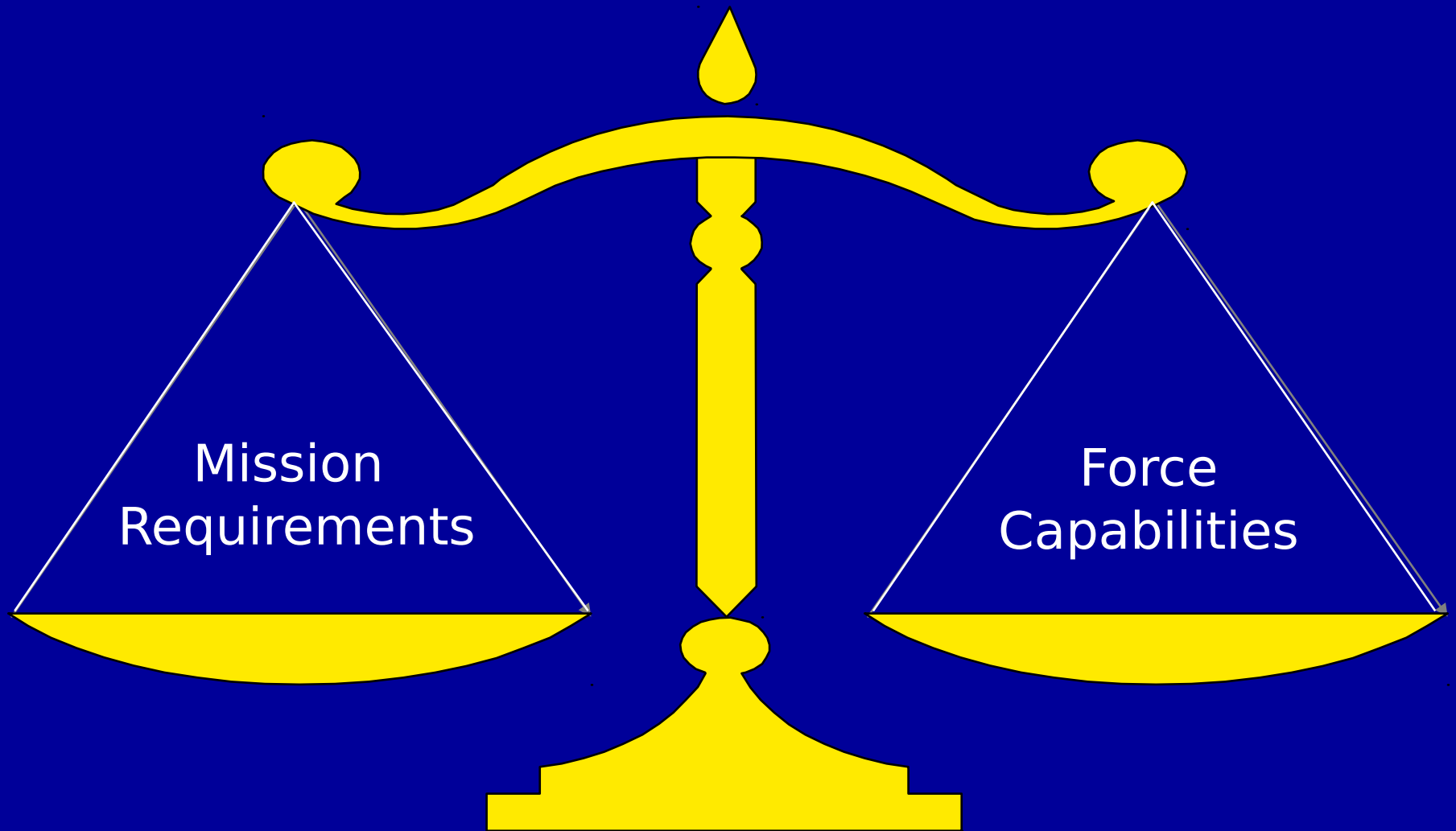
- Public Works
- Transportation
- Communications
- Engineering
- Fire Fighting
- Mass Care
- Security Operations
- Health/Medical Services
- Urban Search and Rescue
- Energy
- Information/Planning
- Resource Support

Humanitarian Assistance

Humanitarian Services and Transportation



NEEDS
vs
RESPONSES



Medical Operations

- Direct HSS to own forces
- CM / HA goal = support not supplant HN and others' efforts

Surgeon's Challenges

- Why is HA different?
  - Non-HA: Clear medical role (support the force - Annex Q)
  - HA: PH is the objective, so Ops/Med distinction blurs
- Challenges to being a "player"
  - Annex Q mentality
  - Ability to "plug into" CAP
    - Early entry into planning
    - Knowledge of CAP process

Surgeon's Challenges (cont)

- Maintain Operational Awareness
- Visibility of staff and access to Key Players
  - CJTF, DCJTF, J-3, etc.
  - Informal decision-making groups ("Council of Colonels")
- Ability to articulate PH issues to busy non-PH people

Meeting the Challenges

- Before an Operation
  - Learn about HA (Pubs, courses, OFDA)
  - Learn CAP procedures (AFSC Pub 1)
  - Review SOPs; FuncPlans
  - Participate in exercises

Meeting the Challenges (cont)

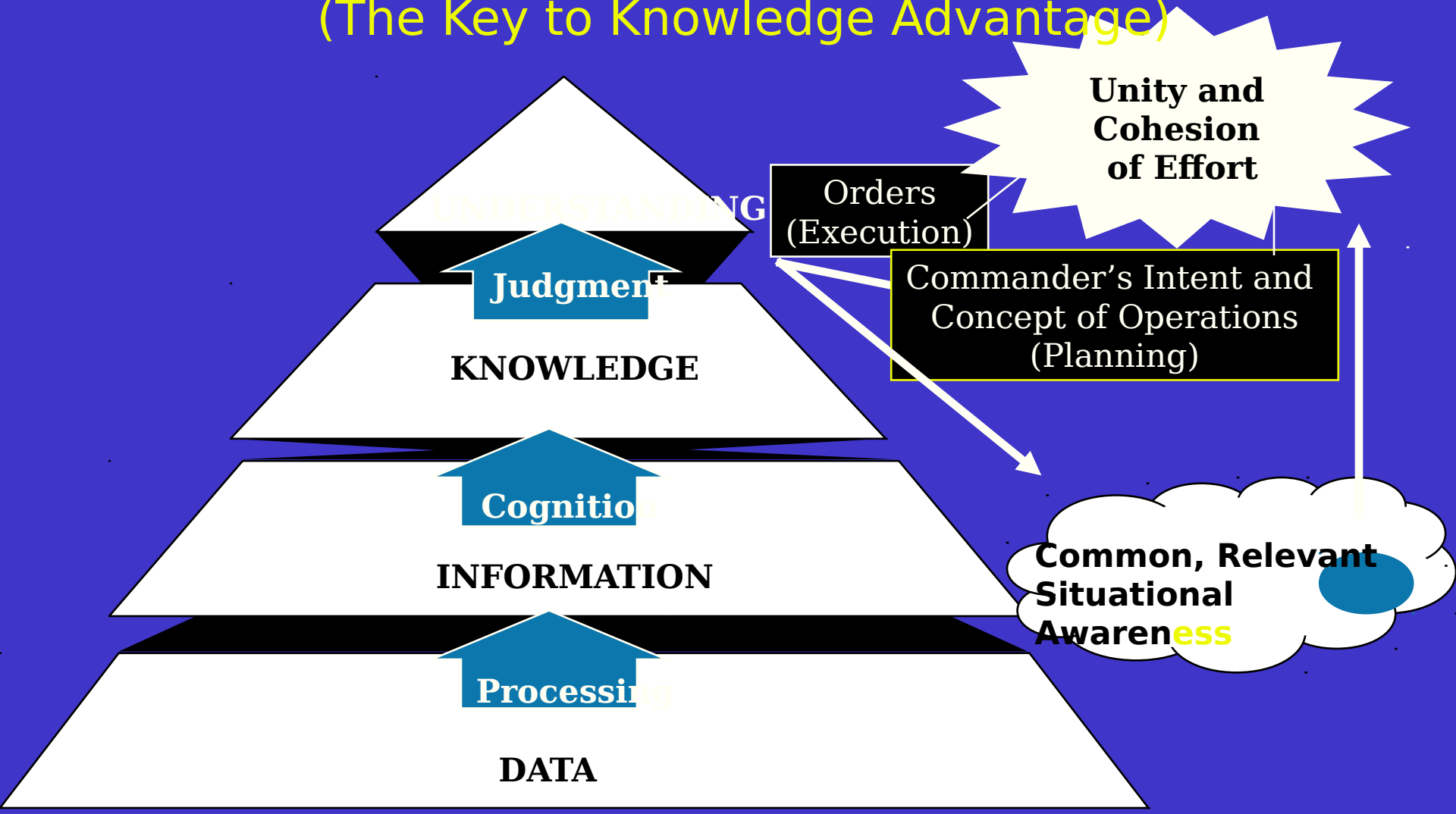
- During an Operation
  - Know all aspects of the operation
  - Be present at every meeting
  - Be assertive about being included
  - Be proactive; articulate why your view matters
  - Articulate “ABCs” - accurate, brief, clear views
    - no jargon/acronyms
    - Sound bite responses / Stoplight chart approach

Medical Mission

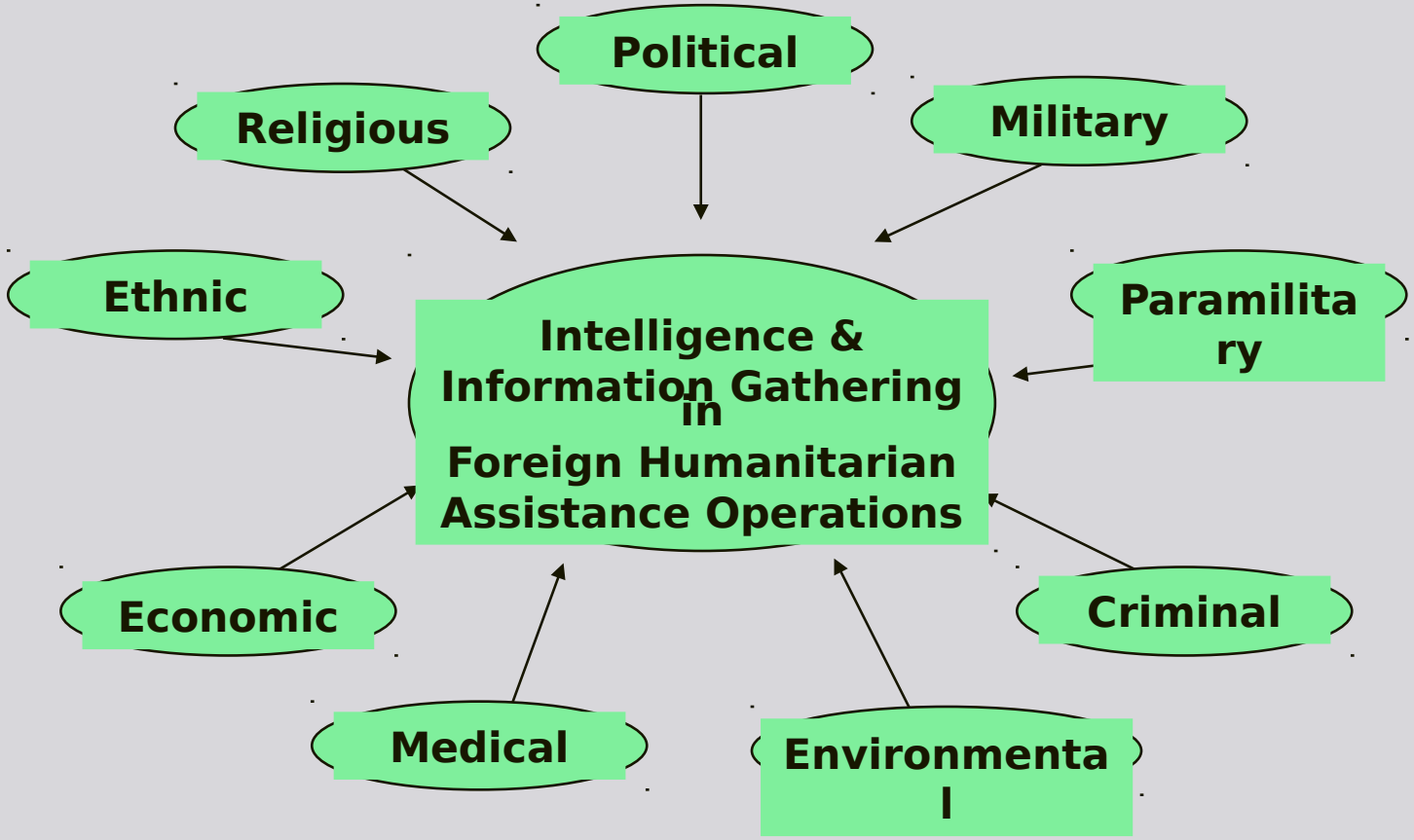
- Wholesale vs. Retail
  - HSS to own force
  - HSS to own forces and support to HN
- What are the tasks?
- What is the guidance?
- What is the end state?

Situational Awareness

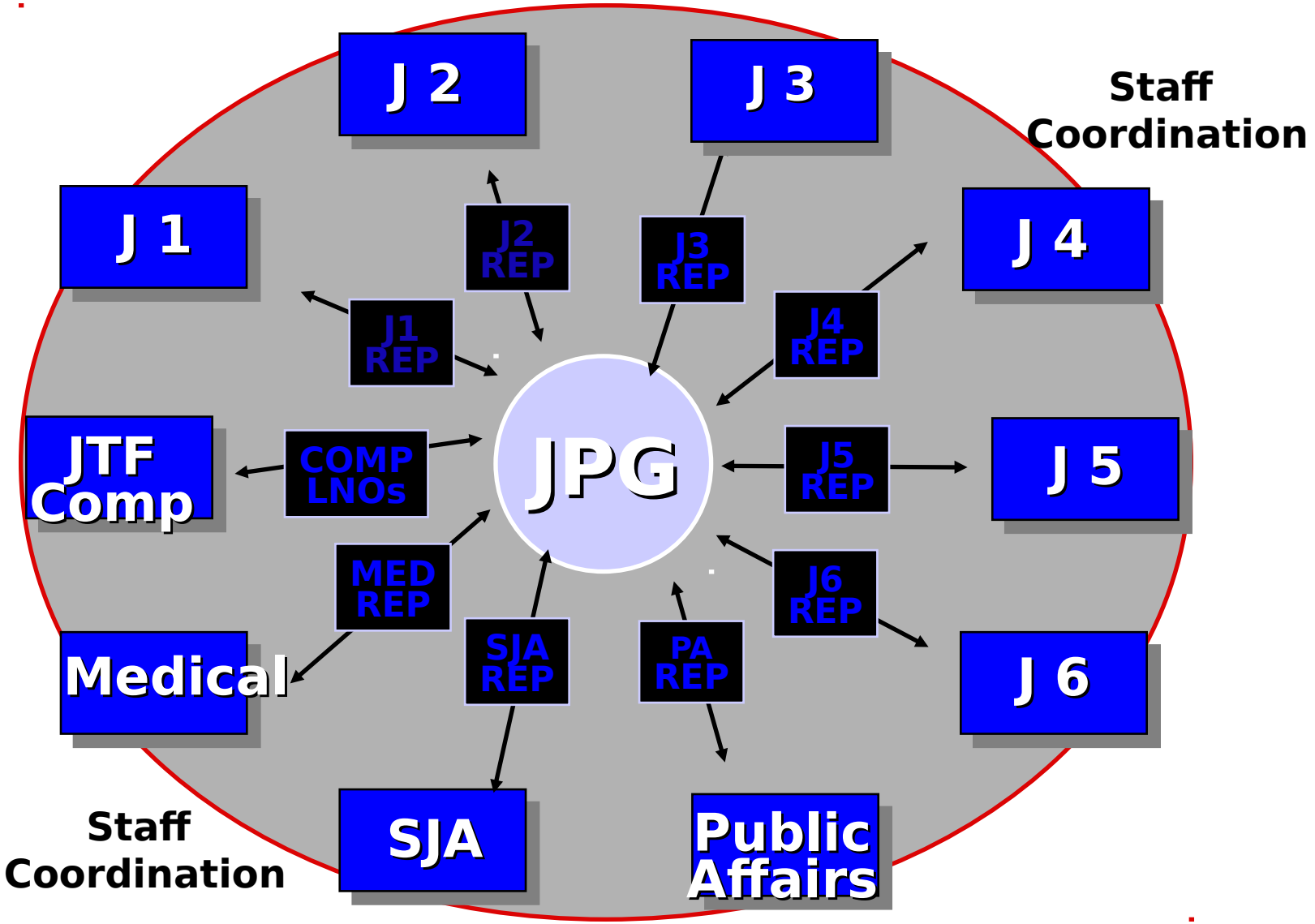
(The Key to Knowledge Advantage)

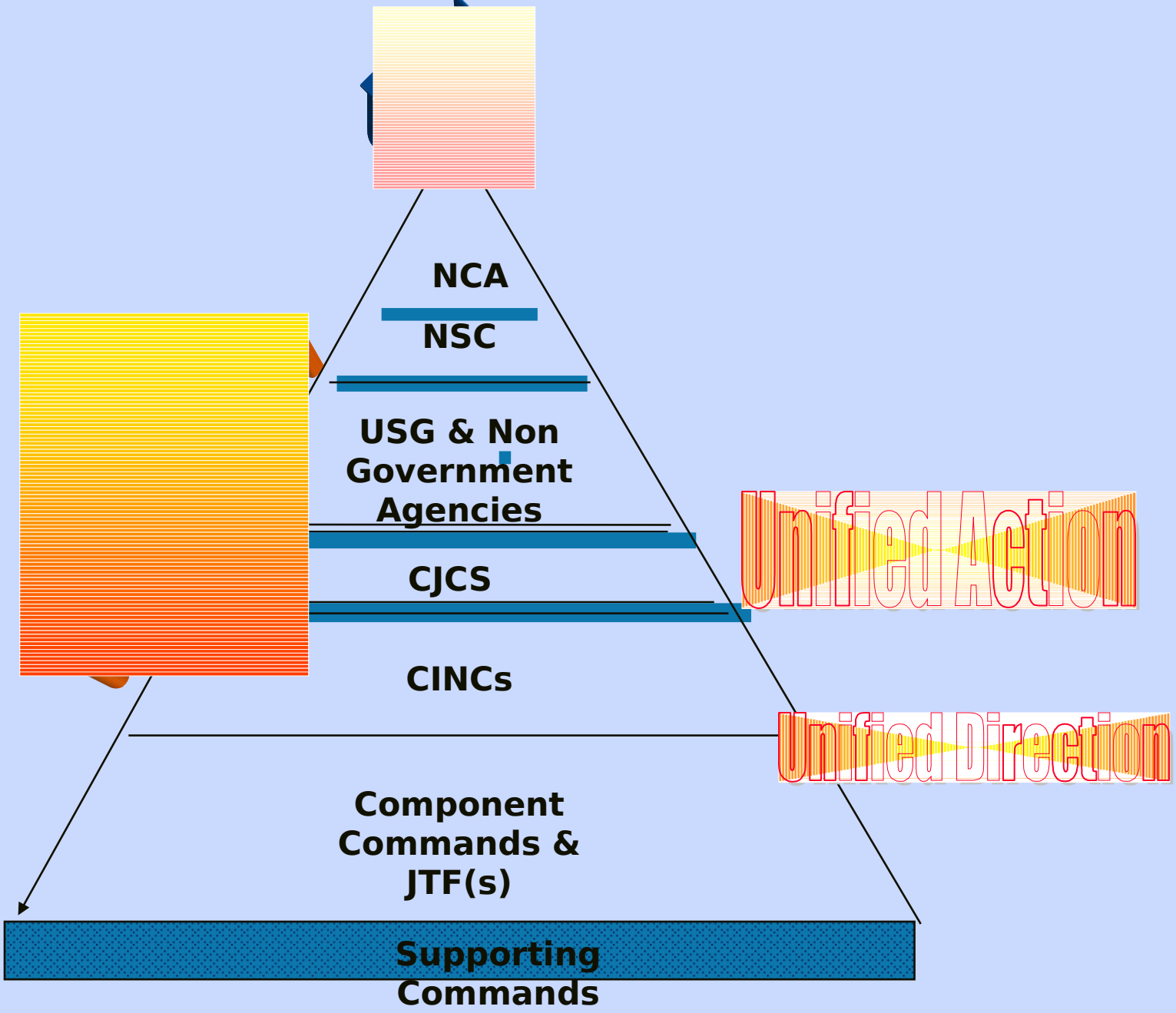


Intelligence and Information Gathering



Joint Planning Group (JPG)




NCA
NSC
USG & Non Government Agencies
CJCS
CINCs
Component Commands & JTF(s)
Supporting Commands
Unified Action
Unified Direction

Surgeon's Issues

- CMDR's Estimate
  - Objective : ID tasks by ID'ing gaps in HN/NGO capabilities
  - Planners lack knowledge about:
    - Humanitarian situation
    - HN/NGO actions/plans
  - Pressure to ID military tasks, CONOPS, forces

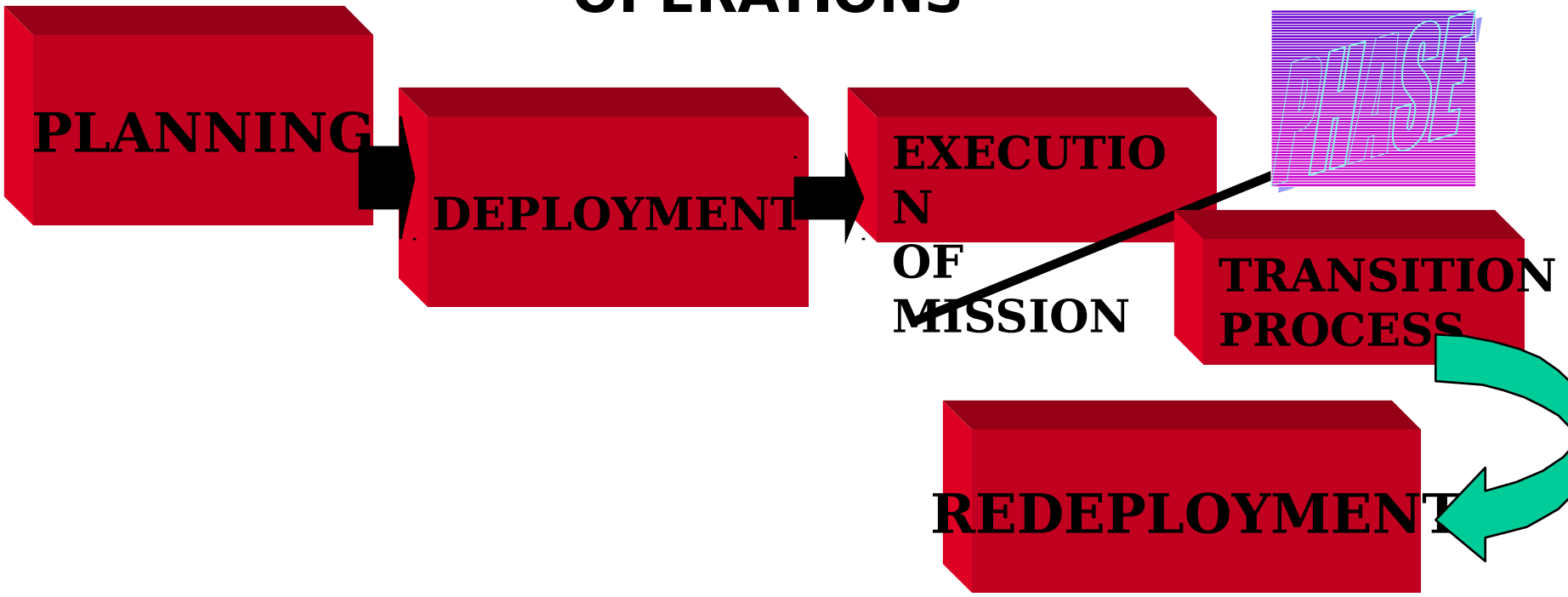
Surgeon's Issues (cont)

- OPORD development
  - Same problems as above
  - If you do not ID medical tasks and want to conduct later you will:
    - have to use what is on hand
    - be accused of mission creep

TRADITIONAL MILITARY OPERATIONS

PLANNING → DEPLOYMENT → EXECUTION → REDEPLOYMENT

COMPLEX HUMANITARIAN EMERGENCY OPERATIONS



Transition Considerations

- Criteria for transition must be identified during the initial phases of planning.
- Recognize that transition conditions are not exclusively military.
- Assess non-military requirements.

Civil-Military Operations Center

- **CMOC Objective: LNO with Civ Orgs**
  - **“Primary Interface” w/HN, NGOs, others on relief matters - coordination civ-mil**
  - **Works with OFDA/DART**
- **CMOC Staff Section**
  - **Under COS, J-3, J-5, or ?**
  - **May be CINC, JTF, Component “cells”**
  - **Staff depends on support to relief effort**

CMOC (cont)

- **Medical Roles**
  - **LNO with HN/NGO Med Officers**
  - **Assesses changes to PH situation**
  - **Help validate/prioritize request, effects on PH situation**
- **CMOC is not:**
  - **Operational command or lead HA organization**
- **Every aspect of CMOC is situational dependent**

Measures of Effectiveness

- Appropriate
- Mission Related
- Consistently Measurable
- Cost effective
- Sensitive
- Timely

MOE: Medical / PH (examples)

- **Crude Mortality Rates (CMR)**
- **Under-five Mortality Rates (U5MR)**
- **Cause-specific Mortality Rates**
- **Severe Malnutrition Measurements**

JTF Staff Survival Skills

- **Focus on commander's and components' needs**
- **Focus on the operational level**
- **Seize the opportunity to be part of the solution, not the problem**
- **Don't get bogged down in Service parochialism**
- **Do your homework - read the relevant Plans and SOPs**
- **Monitor the situation with a cross functional view**
- **Ask the right questions regarding the future; get answers quickly**
- **Generate hypotheses to be tested**
- **Create viable options, remove and add options as situations evolve**
- **Maintain professional standards**
- **Use liaisons to full advantage**
- **Carefully assess quality of information prior to its use**

SUMMARY

- MOOTW ARE ALL OPERATIONS SHORT OF WAR
- MORE POLITICALLY SENSITIVE AND RESTRICTIVE THAN WAR
- SIX PRINCIPLES INVOLVED IN OPERATIONS OTHER THAN WAR
- SIXTEEN TYPES OF OPERATIONS AS DEFINED BY U.S.
- PLAN FOR THESE TYPES OF OPERATIONS AS YOU WOULD WAR, REALIZING DIFFERENCES

PEARLS

A. Staff Placement: where you sit determines what you see

B. Organization: task organize

C. Be proactive and be a team player

PEARLS (cont)

D. Create staff work environment:

1. Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity -
General George Patton

PEARLS (cont)

2. **FIRM principle of leadership:**

   F: Three F's: Faith in self; Faith in Seniors; Faith in subordinates

   I: Two I's: Integrity and Idealism

   R: Two R's: mutual Respect and the Golden Rule

   M: Two M's; Moderation and Manners

PEARLS (cont)

E. Develop a Battle Book

F. Attitude:

- **1. “A man’s got to know his limitations” Clint Eastwood**
- **2. “Primum non nocere” First do no harm**

“You make the call” #1

- When the JTF planning team is writing the Commander’s Estimate, the room is crowded. The J-3(alpha) says you are represented by the J-4 and we are just doing “big blue arrow” planning and we will call you when we need Annex Q. How do you respond?

“You make the call” #2

- The JTF is sending an assessment team. There are few spaces on the aircraft and medical is not given one. How do you convince the J-3 to let you on the team?

“You make the call” #3

- During an operation, the CJTF learns that people are dying. He is under pressure from Washington to do something. He says he suggests bringing in an ATH or a Surgical Company into a refugee camp to do a 1-2 day mini-MedCAP in the immediate area. Epidemiological data reports most medical problems are diarrheal diseases and the CMR is dropping. How do you respond to CJTF’s idea?

“You make the call” #4

- You are in a huge HA/CM operation involving a Chernobyl like scenario where there are over 100,000 displaced persons in the contaminated area. You are attempting to establish priorities of response and initial medical forces for the TPFDD. The J-4 publicly gets in your face and says, “You don’t own anything. You don’t control anything. I will talk to you when and if I need to!” How do you handle this?

PEACEKEEPING

- **Peacekeeping: Military or Para Military Operations Undertaken with the *Consent of all Major Belligerents, Designed to Monitor and Facilitate Implementation of an Existing Truce and Support Diplomatic Efforts to Reach a Long Term Political Settlement***

PEACE ENFORCEMENT

- **Peace Enforcement: Application of Military Force, or Threat of its Use, Normally Pursuant to International Authorization, to *Compel Compliance with Resolutions/Sanctions Designed to Maintain or Restore Peace and Order***

Unlike Peacekeeping Operations, "Consent Not Required"

SUPPORT TO DIPLOMAC

- **Support to Diplomacy:**

Military Support to Diplomacy Important to US Interests Abroad.

Components Are:

- Peacemaking
- Peace Building
- Preventive Diplomacy

SUPPORT TO DIPLOMACY

- **Support to Diplomacy (Cont.):**

Examples:

- Forward Deployed Forces
- Assist in Conduct of Elections
- Demobilization of Belligerents
- Nation Assistance

PEACEMAKING

- **Peacemaking:**

A Process of Diplomacy, Mediation, Negotiation or Other Forms of Peaceful Settlement that End Disputes and Resolve the Issues that Led to Conflict

PEACE BUILDING

- **Peace Building:**

Consists of Post conflict Actions, Primarily Diplomatic, That Strengthen and Rebuild Civil Infrastructures and Institutions In Order To Avoid a Return to Conflict

Military and Civilian Involvement Normally Required

Post WW II Europe and Asia

PREVENTIVE DIPLOMAC

- **Preventive Diplomacy:**

Diplomatic Actions Taken in Advance of a Predictable Crisis to Prevent or Limit Violence

- **Preventive Deployments**
- **Shows of Force**
- **Increased Readiness**

Objective is to Demonstrate Resolve/ Commitment for Peace, While Ready for

GENERAL CONSIDERATIO

- **Member Nations of the UN Conduct Peace Operations (PO's) Under Provisions of Chapter VI and VII of the UN Charter**

- **The US. Reserves the Right to Conduct PO's Unilaterally in Conformance With International Law**

PEACE OPERATIONS

Peace Operations: Military Operations to Support Diplomatic Efforts to Reach a Long Term Political Settlement.

Peace Operations Conducted With Diplomatic Activities in Order to Secure Truce and Resolve Conflict. Military Peace Operations Tailored and Conducted in Support of Diplomacy

SUPPORT TO DIPLOMAC

- **Support to Diplomacy (Cont.):**

Conducted in Peace or Conflict in Order to Prevent Conflict

Military Actions are Subordinate to the Diplomatic Peacemaking Process